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New York (City). Department of Health

Progress of the Department of Health During the Year 1914.

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PROGRESS

OF THE

DEPARTMENT OF HEALTH

During the Year 1914

DEPARTMENT OF HEALTH

OF THE CITY OF NEW YORK

139 CENTRE STREET

A BRIEF ACCOUNT OF PROGRESS

MADE BY THE

DEPARTMENT OF HEALTH

OF THE

CITY OF NEW YORK

IN

THE YEAR 1914

507, '15, 15,000 (P)

A BRIEF ACCOUNT OF PROGRESS

MADE BY THE

DEPARTMENT OF HEALTH

THE YEAR 1914

Number of Persons Employed

On January 1st, 1914, there were connected with the Department in an official capacity 3,428 persons; of this number, 79, all physicians, gave gratuitous service in hospitals or clinics. The corresponding figures for January 1st, 1915, are: Total number of persons employed in the Department, 3,421, of which 95 are unpaid.

The Year's Expenditures and Savings

The total sum appropriated for the current expenses of the Department of Health for the year 1914 was $3,534,240.50. Of this sum $3,363,767.85 was expended by the Department, leaving a balance of $170,472.65, largely the result of careful economies in administration. The sum of $17,178.50 was transferred to other departments to cover deficiencies. There remained at the end of the year an unexpended balance of $153,294.15.

It is evident from the above figures that the Department is one of considerable magnitude. Its importance to the community is shown by the following account of its progress during the year 1914. Before passing to this account, however, it may be well to consider what the law demands of the Board of Health.

Duties of the Board of Health

The following extracts from the Greater New York Charter show the extent of the responsibility with which the Board of Health is charged by law:

It shall be the duty of the Board of Health to aid in the enforcement of, and, so far as practicable, to enforce all laws of this state, applicable in said district (i. e., the city and the waters adjacent thereto), to the preservation of human life, or to the care, promotion, or protection of health; and said Board may exercise the authority given by said laws to enable it to discharge the duty hereby imposed; this section is intended to include all laws relative to cleanliness, and to

the use or sale of poisonous, unwholesome, deleterious, or adulterated drugs, medicines or food, and the necessary sanitary supervision of the purity and wholesomeness of the water supply for the City of New York.

The Board is authorized to require reports and information relative to the safety of life and promotion of health, from all public dispensaries, hospitals, asylums, infirmaries, prisons and schools, and from all other public institutions, and from the managers and occupants of all theatres and other places of public resort or amusement.

The Board shall use all reasonable means for ascertaining the existence and cause of disease or peril to life or health, and for averting the same.

It shall be the duty of said Board to gather and preserve such information and facts, relating to death, disease and health, from other parts of this state, but especially in said city, as may be useful in the discharge of its duties, and contribute to the promotion of health, or the security of life in the State of New York.

The sanitary code, which shall be in force in the City of New York the first day of January, nineteen hundred and two, to be binding and in force, is hereby declared and shall continue to be so binding and in force, except as the same may, from time to time, be revised, altered, amended or annulled.

The Board of Health is hereby authorized and empowered, from time to time, to add to and to alter, amend or annul any part of the said sanitary code, and may therein publish additional provisions for the security of life and health in the City of New York, and confer additional powers on the Department of Health, not inconsistent with the constitution or laws of this state, and may provide for the enforcement of the said sanitary code by such fines, penalties, forfeitures, or imprisonment as may by ordinance be prescribed.

The Board of Health may embrace in said sanitary code all matters and subjects to which, and so far as, the power and authority of said Department of Health extends, not limiting their application to the subject of health only.

Is the Board of Health doing all that the law requires of it? There are many citizens who hold the contrary, and by these, day by day, the Department is urged to widen the scope of its activities. Its present effort is to increase its usefulness without adding to its expenditures. If it succeeds in this, the conservatives in finance and the progressives in policy should both be satisfied.

The Health of the City.

The number of deaths reported during the year was 74,803, making a rate of 13.40 per 1,000 of the population. **This is the lowest death rate ever recorded in the City of New York.** If we compare this with last year's record, namely, 73,902 deaths and a rate of 13.76 for the year 1913, we find that there has been a decrease in the death rate of .36 of a point. How much this means to the community may perhaps be better appreciated by saying that if the death rate of 1913 had prevailed during the past year, there would have been 2,010 more deaths than actually occurred.

A Notable Decrease in Infant Mortality.

The most noteworthy feature of the decreased mortality was the record-breaking infant death rate of 94.6 per 1,000 children born.

This is the lowest infant death rate ever attained in the City of New York, and the lowest of any large city in this country. The infant death rate in 1913 was 102, which was the lowest rate in the City up to that year, so that the decrease this year in the rate over last year is a little over 6 per cent. The Bureau of Child Hygiene claims and is entitled to a measure of credit for this splendid result.

Analysis of Causes of Death.

The following causes of death showed a considerably decreased mortality: typhoid fever, measles, scarlet fever, all forms of acute respiratory diseases and diarrhoeal diseases under five years of age. There were 10,286 deaths from all forms of tuberculosis as against 10,031 deaths in 1913. The slight increase in the absolute figures, however, is more than accounted for by the increase in population, so that there is actually a slight decrease in the rate per 1,000 of the population. There were 16,804 deaths from the combined causes of organic heart, kidney and brain diseases as against 16,194 in 1913, an increase of 610 deaths. The number of deaths from cancer was 4,463, an increase of 240 over the figure of last year; 4,516 infants died from congenital causes, such as malformations, marasmus, prematurity, etc.; 4,982 people met with violent deaths; the death rate from purely accidental deaths decreased somewhat, whilst that from suicides increased considerably, there having been 915 deaths reported from this cause; 13,312 children died before completion of the first year of life and 19,518 before completion of the fifth year. There were 41,235 deaths of males as against 33,568 deaths of females; 30,825 deaths occurred in institutions, 29,561 in tenements, 11,819 in dwellings and 746 persons in hotels. In addition to this 1,852 died in rivers, streets, etc.

Important Officials Placed on Full-Time Service.

From the standpoint of general organization and departmental efficiency, the most important general order issued during the year was that requiring full-time service on the part of bureau chiefs and other important Department officials. This order, which is now effective, was as follows:

Directors of Bureaus who are in receipt of salaries of $5,000.00 or more per annum, and Assistant Directors of Bureaus, Assistant Sanitary Superintendents, Chiefs of Divisions and all other medical officers who are in receipt of salaries of $3,000.00 or more per annum, are hereby declared to be full-time officers of the Department and, as such, are required to give their services to the Department during the full working day.

They shall not be allowed to engage in the general practice of medicine, or in any other regular occupation or business. With the approval of the Commissioner, they may be permitted to engage in public health work outside of the Department, but the Department retains the right to determine whether such outside work interferes with, or is prejudicial to, the proper performance of departmental duty, and, after due notice, may withdraw such permission at any time.

Public health administration thus becomes a career—though, it

must be acknowledged, not a particularly remunerative one—for a limited number of qualified men in the City of New York.

The Sanitary Code Rewritten.

The Sanitary Code has been completely rewritten, and in its new form is *definitely correlated to the ordinances of the Board of Aldermen.* This was brought about by conference with the Codification Committee of the Board of Aldermen. In the preparation of the new Code, the Board was assisted constantly and ably by the Corporation Counsel and his staff.

Among the twenty or more sections which have been added to the Code, the most important, from the standpoint of public health, are the following:

1. Requiring the **naming of ingredients of "patent" medicines** on the labels of the packages, or, in lieu thereof, the registration of the ingredients with the Department of Health.
2. Requiring employers to use reasonably effective devices, means and methods to **prevent the contraction by employees of illness or disease incident to the work** or process in which such employees are engaged.
3. Providing for the *sanitation, ventilation and lighting of theatres* and other places of assembly, and of all places where people are employed.
4. Requiring *owners of stables to obtain permits* from the Board of Health, and to conduct their establishments in accordance with prescribed regulations.
5. Regulating the *cold storage of food.*
6. Requiring physicians, when reporting infectious diseases, to specify whether the individual affected has been engaged in handling food products.
7. Requiring institutions and private physicians to report cases of venereal diseases.
8. Requiring superintendents of hospitals and private practitioners to *report occupational diseases and injuries.*
9. Requiring physicians and superintendents of hospitals to **report groups of cases of suspected food poisoning.**
10. Providing, in the interest of school children, for the supervision, and in case of necessity only, for the exclusion from school of teachers suffering from pulmonary tuberculosis in a communicable form.
11. Prohibiting persons who are suffering from communicable diseases from working in their homes upon articles intended for general consumption.
12. Prohibiting the *distribution of free samples of proprietary medicines* or other substances of an alleged medicinal or curative character intended for internal human use.

13. Regulating the free distribution of vaccine, antitoxin, serum and cultures, and providing a penalty for physicians who accept payment for vaccines and analogous products which have been obtained from the Department gratuitously.
14. Providing that persons ill with communicable disease may not handle or sell food.
15. Providing for *decent and clean conditions in food manufactories, hotel and restaurant kitchens and retail food stores.*
16. Providing for the physical examination of children at the time of entering public school by private physicians or by medical inspectors of the Department of Health. (This section corresponds in substance with a statute which applies to all parts of the state except the City of New York.)
17. Providing for the control by permit of all private hospitals other than those which are specifically authorized by law.
18. Requiring the lessees or *owners of marsh lands and sunken lots to fill in or drain* the same or to employ such other methods as will *prevent the breeding of mosquitoes.*
19. Providing for the *sanitation of passenger cars* and omnibuses.
20. Regulating public laundries.
21. Prohibiting offensive and dangerous practices in the manufacture of cigars and cigarettes.
22. Requiring the removal of harmful dust, gases and other impurities from work rooms by suction devices.

In addition to the introduction of this important new matter, the Code has been changed in form so that its contents are now more logically arranged. From beginning to end the language has been simplified, and wherever necessary has been changed so as to harmonize with existing statutes, with aldermanic ordinances, and with the regulations of other departments.

Code Amendments Adopted Prior to the General Revision.

During the year, prior to the general revision of the Code, the following important amendments were adopted:

1. *Prohibiting the sale of bichloride of mercury* except upon a physician's prescription.

2. Prohibiting unmuzzled dogs in streets and other public places.

3. Prohibiting the use of wood alcohol in preparations intended for human use.

4. *Prohibiting the sale of opium, morphine, and other habit-forming drugs except* on the written prescription of a physician.

5. Requiring the manufacturers and importers of artificial or natural spring water to file with the Department certain information concerning the character and composition of the water.

6. Prescribing the duties of physicians, hospitals, dispensaries, and other institutions with respect to reportable diseases.

7. Prohibiting the common use of forks at free lunch counters.

New Sanitary Regulations.

Among the important regulations promulgated by the Department during the year are the following:

1. Regulations providing for *sanitary conditions in floating baths,* stationary pools, and bathing beaches.

2. Regulations governing sanitary conditions of tents, camps and bungalows.

3. Regulations regarding the use of coffin seals in cases of death from infectious diseases.

4. **Regulations regarding the sale of milk and cream,** including sections relating to bacterial content.

5. Regulations **safeguarding the health of children cared for in day nurseries.**

6. Regulations *governing the handling, storing and sale of food* in stores, factories, hotels, restaurants, etc.

The New Bureau of Public Health Education.

There was established during the year a bureau known as the Bureau of Public Health Education. The working staff of this Bureau was recruited within the Department by the transfer of workers of special talent as writers, compilers and lecturers, from existing branches of the service. Its creation, therefore, committed the city to no new expense. The functions of the Bureau of Public Health Education as thus far developed may be briefly described as follows:

Publications: Preparation and issuance of press bulletins, of a weekly bulletin sent to all physicians, school principals, clergymen, city officials, etc., of a monthly bulletin containing special articles on public health subjects, staff news for the information of employees of the Department of Health, the Otisville Ray for the information of the patients at the Municipal Sanatorium, reprints and monographs descriptive of the Departmental activities, circulars of information, placards, etc.

Lectures: Organization and giving of educational lectures on health topics for employees of the Department of Health and for high schools, colleges, clubs, civic organizations, labor unions, etc.

Exhibits: The preparation and display of exhibits dealing with the work of the Department. Such exhibits shown in schools, settlement houses, clinics, vacant stores, etc.

Moving Picture Activities: The preparation and exhibition of films devoted to public health topics, the holding of free moving picture exhibitions in parks, recreation centers, play-grounds, etc. Co-operating with moving picture theatres to display lantern slides dealing with matters of public health.

Co-operating with other city departments and organizations interested in public health work and providing these with material suitable for educating the public in health matters.

Lectures for Department Employees.

A comprehensive course of lectures has been developed under the direction of the Bureau of Public Health Education. These lectures, designed to better fit the employees of the Department for their work, are now in full swing. The courses include lectures for the different groups of Department employees as follows: Medical Inspectors, Sanitary and Food Inspectors, Hospital Nurses, Field Nurses, Clerks.

Physical Examination of Department Employees.

In order to safeguard and improve the health of the employees of the Department, the Department has undertaken to make a thorough physical examination of all its employees. Originally regarded with suspicion, these examinations are now eagerly sought by all classes of employees. During the year 1,237 persons, 437 men and 800 women, were examined. The results have been invaluable; cases of unsuspected disease have been discovered, and treatment and preventive measures have been inaugurated. Cases of absence on account of illness are investigated, emergency treatment to employees taken ill while on duty is administered and constant supervision is exercised over the health of the employees. The adoption of the plan in all municipal departments is urged.

Other Welfare Activities.

The Department has completed arrangements for the *establishment of a lunch room* where the employees of the Department will be furnished wholesome and well-cooked food at reasonable prices.

The roof of the Department's building is now utilized for recreation during the noon hour.

The Department Becomes Interested in Industrial Hygiene.

Throughout this report evidence is presented of the increasing emphasis which the Department places on education in matters of sanitation and hygiene as the principal means for the accomplishment of its ends.

An important new education activity is the work which the Department has begun in relation to industrial hygiene. *Education in matters of industrial hygiene has hitherto been left entirely to private effort.* From time to time, legislation to promote occupational hygiene has been prompted by private societies. This year the Department of Health of the City of New York, for the first time in its history, has claimed this field for its own. The method proposed, however, is wholly that of education. No increase in the Department's force of inspectors is contemplated.

Wherever the rate of sickness is unduly high because of insanitary conditions of employment, there the Department is ready to enter. In the first instance, it asks for the support of the individuals affected by existing sanitary conditions, making its appeal both to employees and

employers. In a bulletin which, on November 14th, was addressed to numerous trade unions, the Department announced its readiness "to undertake a sanitary survey of any industry, trade or group of manufacturing establishments in the city, with a view to appraising existing conditions, and in order to show to employees and employers alike what can be accomplished through a system of voluntary hygienic and sanitary control." Responses have been received from a number of trades and plans are now afoot which will result in the formulation of sanitary industrial standards and in measures for the prevention of industrial diseases.

Periodic Medical Inspection of Workers.

The Department advocates the development of a system of periodic medical inspection of workers in large establishments, similar to the system of medical inspection of school children, which is now universally recognized as an indispensable part of an effective public health program. *Employers and workers are urged to co-operate with the Department in the establishment of medical inspection* systems in industries in which such inspection is especially important from the standpoint of communicable disease.

Food Inspection Reorganized.

The Bureau of Food Inspection has been completely reorganized. It is preparing to undertake the systematic inspection of all classes of establishments in this city (except those under Federal or State inspection) where food is manufactured, prepared or sold. *The effectiveness of the work of the Bureau has been increased* by the adoption of a plan for the district assignment of inspectors; **duplication and overlapping have thus been avoided.**

Additional Inspectors of Food.

The Department confidently predicts that 1915 will be a notable year in its food inspection work in consequence of enhanced departmental and public interest in this work, and in view of the appropriation granted in this year's budget for the extension of food work.

All Milk Effectively Pasteurized.

The protection of the city through the pasteurization of the bulk of its milk supply is now an accomplished fact. No raw milk is allowed to be sold except that which is obtained from tuberculin-tested cows.

"Certified Milk" Supervised by the Department of Health.

Prior to 1914 the Department systematically avoided the inspection of dairy farms which were conducted under the auspices of the Milk Commissions of the various County Medical Societies. After due consideration it was decided that, in view of the fact that **the Department is responsible to the city for the safety of the entire milk supply,** the dairy farms of the Milk Commissions were logically subject to the system of examination and inspection which is carried on by the Department elsewhere. It was ordered that these dairies should be inspected

and their products examined periodically, that careful records should be kept, and that suitable permits should be issued. This action has met with the approval of the Milk Commissions, whose voluntary activities have not been diminished, and which continue to "certify" milk which conforms to their own high standard.

Conferences of Food Inspectors.

In view of the many new activities of the Bureau of Food Inspection, and in order to insure uniformity of action by the various inspectors of the Bureau, arrangements were made for bi-weekly conferences of inspectors, at which the rules and regulations of the Department and their interpretation and application are discussed.

Veterinarians to Inspect Cattle for Slaughter.

Laymen who had been employed for some time in the inspection of cattle at the Brooklyn slaughter houses were replaced by veterinarians, with resulting improvement in the service.

Advisory Council Formed.

Early in the year an Advisory Council was organized, consisting of representatives of the various trades that regularly come under the supervision of the Department, and including in its membership as well persons identified in some way with public health administration, and those connected with institutions and private societies whose objects are akin to those of the Department of Health.

The Advisory Council is divided into committees corresponding to the several bureaus of the Department. It has rendered *valuable assistance* to the Department throughout the year *in the critical study of established procedures* and in the *consideration of proposed new measures.* Its most important services were performed in connection with the revision of the Sanitary Code. The devotion of the members of this voluntary body to the tasks assigned to them merits the thanks of the Department and of the city.

The Weekly Bulletin Sent to All Physicians.

The circulation of the Weekly Bulletin of the Department has been increased from two thousand to twelve thousand copies, making it possible to send it regularly to every practising physician in the City of New York, and to all institutions with which the Department has official relations. The physicians and institutions have responded by a more willing co-operation due, as one of them wrote, to their better understanding of "what the Department is doing and why it is doing it."

Filing Birth Certificates.

An active campaign has been carried on against physicians and midwives for failure to file certificates of birth. A special investigation in the entire city and covering several thousand babies selected at random showed that over 98 per cent. of all births had been reported according to law.

Central List of Delinquent Physicians.

A central delinquent list has been established of physicians who have failed to comply with regulations of the Department of Health. The Department regrets the necessity for this list, and hopes to see it reduced to a minimum this year and ultimately to be abolished.

Infants' Milk Stations.

In addition to the fifty-six infants' milk stations maintained by the Department of Health throughout the year, *private philanthropists donated the rent and equipment of seven stations,* for which the Bureau of Child Hygiene provided doctors and nurses. Of these seven stations, one is in the Bronx, one in Brooklyn, and five in the hitherto neglected Borough of Queens. Two new Department stations have been authorized for 1915.

The Breast Feeding of Infants.

It is gratifying to report that there was a marked increase in the number of breast-fed babies in attendance at the milk stations, namely, 63 per cent. in 1914 as compared to 55 per cent. in 1913.

Success of Prenatal Work.

The experimental prenatal work carried on by the Bureau of Child Hygiene reached 500 mothers, among whom there were no maternal deaths. Ninety-six per cent. of the babies born are still living. The deaths under one month per thousand births were 16, as compared with 37 for the city as a whole.

Baby Week.

Traditional methods of appeal in order to arouse interest in infant mortality having become outworn, New York determined to advertise for her babies. A Baby Week was organized which applied all the approved and up-to-date methods of advertising to the business of spreading abroad throughout the city what was done and what was needed to be done to save babies. Newspapers, bill boards, car advertisements, window posters, movies, baby parades, Better Mothers Contest, the distribution of two million pieces of educational literature, etc., were some of the means employed to arouse popular interest.

The Department of Health was but one of many public and semi-public agencies which participated in this campaign. Important aid was rendered by the Babies' Welfare Association, the Chamber of Commerce, the Merchants' Association, the Advertising Men's League, the New York Milk Committee and many other associations and committees.

School Medical Inspection.

The school registration in the elementary, public, parochial and high schools of the city has reached 912,583. To look after the health of these children, there is an inspection staff under the direction of this Department, in the proportion of one medical inspector for each 9,300 children, and one nurse for each 4,700 children. A

sharp watch is kept on contagious diseases, and that this has been effective is demonstrated by the fact that during 1914 it was unnecessary to close any school building in the city on account of contagious diseases.

Efforts to Increase the Efficiency of School Medical Inspection.

In order to increase the efficiency of the school work of the Department without materially increasing the working force, two sets of experiments were started. In the first an effort is being made to secure the use of teachers as the first diagnostic line; in other words, the teachers have been instructed in the methods of examination for minor and major contagious diseases as well as in the detection of gross physical defects of vision and hearing. Children who are selected for attention are referred immediately to the nurse or the school inspector, the latter making the diagnosis and suggesting the appropriate care.

The second experiment has for its object the wider use of private physicians, without expense to the city, in the work of physical examination.

Employment Certificates.

Owing to the new child labor law, which now requires children to pass through six full years of elementary public school work before a school record can be issued, thus adding a year and a half to the former requirements, there was a marked diminution during the past year of the number of children to whom employment certificates were refused because of insufficient education.

The New Policy of the Sanitary Bureau.

In the Sanitary Bureau an effort has been made to replace sporadic inspections based upon citizens' complaints by systematic inspection work, which has for its object the abatement of nuisance by the initiative of the Department itself. Accordingly a house and block survey of the entire city is now in progress. It is worthy of note that during 1914, 18,863 complaints of nuisances were lodged by inspectors spontaneously, as against 32,571 made by citizens. A continuance of the present plan of action should result in a steady diminution in the number of complaints of a legitimate character made by citizens.

Survey of Lodging Houses.

Nearly 6,000 inspections of lodging houses were made during the year, and these led to the issuance of 600 notices to abate nuisances. An effort was made to encourage cleanliness on the part of lodgers. At the Municipal Lodging House a daily bath is required. In other lodging houses, having 14,223 lodgers, it was found that only 2,000 baths were taken daily.

Common Drinking Cup and Common Towel.

Vigorous efforts were made in theatres, department stores, public institutions, public lavatories and wash rooms to obtain compliance with

the ordinance which forbids the use of common drinking cups and common towels.

Comfort Stations and Railway Toilets.

An effort to obtain improvement in the comfort stations, which are maintained by the transit companies, was followed by decided improvement, which, however, is not being maintained. The Department will continue its efforts in this direction.

Common Horse Troughs Abolished.

The prevalence of glanders necessitated an order for the *abolition of common horse troughs* and the substitution of drinking fountains having a system of water supply which requires the use of individual pails. The Board of Aldermen co-operated in this work.

River Bathing Restricted.

The increased pollution of river and harbor waters necessitated the suppression of some of the river baths as a measure of safety. To replace discontinued river baths, the *municipality is urged to hasten the construction of additional interior baths and pools.*

Roof Tanks Regularly Inspected.

Periodic inspection of roof tanks was inaugurated by the Department in 1914. In consequence of the conditions revealed in the course of 4,000 inspections of these tanks, it became necessary to issue 3,000 orders requiring compliance with existing regulations.

Mosquito Swamps Drained or Oiled.

Large areas of salt marsh and inland swamps in the Greater City have been filled, drained or oiled. Wherever the ownership of property could be determined, suitable orders and *notices to abate mosquito-breeding nuisances were issued.*

Improved Conditions at Maspeth.

At Maspeth, in the Borough of Queens, a shocking condition which had existed for many years was effectually dealt with. Formerly sewage direct from privies, sinks, wash tubs, and cesspools was permitted to flow from houses into the street gutter, and after crossing the high road to find its way into Newtown Creek. Pending the construction of permanent sewers under the direction of the proper authorities, this *long-standing nuisance was abated* by securing the co-operation of the residents bordering the polluted streets, who were persuaded to install, at their own expense, temporary drains and sewers.

Conditions at Barren Island.

Court proceedings begun against the corporations operating at Barren Island were temporarily suspended during the latter part of November, at the request of the President of the Board of Aldermen, pending investigation and report by an expert engineer in the employ of the Board of Estimate and Apportionment.

Smoke Nuisance.

A series of convictions was obtained in the several boroughs for violation of the section of the Sanitary Code relating to smoke nuisance. One case against the New York, New Haven and Hartford Railroad resulted in a fine of $500; in a second case against the same company sentence was suspended. In Brooklyn, out of 13 cases taken to court, 9 were fined; in 3 cases, sentence was suspended, and in one case the offender was imprisoned in jail for three days. Like results were obtained in the other boroughs.

Chicken Complaints Diminished.

In ten months prior to November 1st, 1914, 4,702 complaints were received from citizens who were annoyed by sound, smell or vermin from neighbors' chickens. New Department regulations were then adopted, and during November and December only 263 complaints of citizens due to this cause were received.

The Police Squad Handles 147,727 Items.

Fifty policemen assigned to this Department by the Commissioner of Police, in accordance with the terms of the Charter, handled 147,727 items and reported upon the same; they arraigned in court and disposed of 4,263 cases.

Co-operation with Police Department Extended.

The Department was fortunate enough to obtain the sustained co-operation of the Police Department in the enforcement of certain sections of the Sanitary Code. The police officers assist either by making arrests for obvious violations or by reporting such violations to this Department; *each patrolman on his regular "beat" acts as an auxiliary health officer.* Valuable aid has thus been rendered.

Cleaner Streets.

Inspectors and field workers in the Sanitary Bureau have been instructed to co-operate with the Department of Street Cleaning in preventing the throwing of ashes, garbage and other refuse into the streets.

Clean-up Week.

The annual Clean-Up campaign was conducted in record-breaking time. It commenced at a conference held at the Department of Health on April 29. On May 1, $15,000 was set aside for special clean-up purposes for the use of the Department of Street Cleaning. The week of May 11 to 17 was devoted to an energetic campaign of publicity and the actual removal of accumulated rubbish was accomplished from May 18 to May 23.

Altogether 1,750,000 circulars of information were distributed throughout the Boroughs of Manhattan, The Bronx and Brooklyn. Official notices of the date of removal of rubbish, 1,500,000 in number, were distributed through the Police Department two days before the actual clean-up began.

A large bill-posting firm posted notices calling attention to clean-up week; these were placed on all the wagons of the Street Cleaning Department. Eight hundred moving-picture theatres in the city displayed special slides supplied by the Department of Health, announcing "Clean-Up Week," and the newspapers rendered valuable assistance.

The following figures represent the excess loads of dirt and rubbish collected during Clean-Up Week, as reported by the Commissioner of the Department of Street Cleaning:

	Manhattan.	*The Bronx.*	*Brooklyn.*	*Total.*
May 18	467	65	567	1,099
May 19	451	74	805	1,330
May 20	362	83	858	1,303
May 21	359	80	670	1,109
May 22	194	68	690	952
May 23	28	92½	301	421½
Total	1,861	462½	3,891	6,214½

Contagious Disease Hospitals for Queens and The Bronx.

Early in the year the Board of Estimate and Apportionment authorized the construction of the first unit of a new hospital for contagious diseases in the Borough of Queens. The contract was promptly signed and the *building is nearing completion. The site in use for this purpose was purchased by the city more than eleven years ago.*

An important step forward was made when the Board of Estimate and Apportionment and the Board of Aldermen sanctioned the purchase of the Seton Falls site in The Bronx, for the purpose of hospital development. There is available for the construction of this hospital the sum of $125,000. Request has been made for a sufficient sum, in addition, to render possible the construction in the first instance of a group of three buildings, the completion of which will enable the Department to discontinue the transfer of sick children to North Brother Island—a practice which has been much criticized.

The Future of North Brother Island.

The bulk of the hospital population at Riverside Hospital, North Brother Island, consists, at the present time, of adults affected with tuberculosis. There is under construction on the Island a pavilion for the care of cases of venereal diseases. The plan of the Department is to *devote this Island in the future wholly to the care of adults suffering from tuberculosis and venereal diseases.*

Following Up Hospital Cases.

During the year a system of follow-up work to ascertain the after effects of contagious diseases upon patients discharged from the hospitals of the Department was inaugurated.

Whooping Cough Clinic.

A special clinic for the intensive study of the cause and treatment of whooping cough has been established at the corner of Avenue C and

16th street, in the vicinity of the Willard Parker Hospital. In the conduct of this clinic the Bureau of Hospitals and the Bureau of Laboratories have collaborated. Early reports indicate that some progress has been made in the treatment of this disease.

New Buildings.

Construction work has proceeded steadily throughout the year. Five new ward buildings were completed, two at Otisville, one at Kingston Avenue Hospital, one at Willard Parker Hospital and one at Riverside Hospital.

Charges Against Department Hospitals Refuted.

Sensational charges having been made that children treated in the hospitals of the Department of Health were illegally and cruelly inoculated at these hospitals with loathsome diseases, and the charge having further been made that the children were being experimented on, and that the alleged infections were the result of such experimentation, the Department investigated the published allegations and on February 27th, in an open letter, completely refuted the charges in question.

Clinical Organization Improved.

A model form of medical organization, designed to meet the present and future needs of the Department in its hospitals for contagious diseases, was adopted during the year. Daily attendance, by visiting physicians, in all the wards of the hospitals, is now the rule.

Post-Graduate Work in Hospitals.

A society for clinical study has been organized in each of the hospitals of the Department. Each member of the staff is expected to devote himself, during his spare hours, to the pursuit of some special topic or branch of medicine, and is granted leave of absence from the hospital during stated hours each week for the practical pursuit of the special subject assigned to him. A higher grade of medical service is expected to be the result of this post-graduate work.

Social Betterment of Hospital Nurses.

With the object of affording stimulation to the nursing staffs of the hospitals, a committee has been formed to institute lectures, sources of study, forms of entertainment and tours of observation for the nurses employed in the several hospitals of the Department.

Contagion Among Hospital Employees to Be Analyzed and Checked.

The Superintendent of Hospitals now reports, month by month, the number of contagious disease infections occurring among the physicians, visiting physicians, resident physicians, nurses and other hospital employees of the Department, presumably from contact with hospital cases. Based upon these reports, investigations have been made for the purpose of lessening the dangers of contact wherever possible.

Hospital Visits by the New York City Visiting Committee.

The State Charities Aid Association was invited and accepted the invitation to make periodic inspections of the hospitals of the Department. This work has been done by members of the Association's New York City Visiting Committee.

Comprehensive Plan for the Development of the Otisville Sanatorium.

A committee was appointed to prepare a general plan for the layout of the Otisville Sanatorium, showing the grouping of future buildings, service roads, paths and other approaches, disposition of lawns, terraces, etc., and the general location of plantations. The plan which has been adopted is sufficiently flexible to permit of minor changes from time to time as new conditions arise, but is definite enough to serve as a practical guide in the location of future buildings.

Maintenance Allowed Employees at Otisville Sanatorium.

From time to time "maintenance" has been allowed to various employees at the Otisville Sanatorium. The practice was to consider each case individually, and great discrepancies resulted. A study has been undertaken which has for its object the standardization of "maintenance." In this pursuit the Department has the aid of the Bureau of Standards of the Board of Estimate and Apportionment.

Departmental Dietitian.

Authority was obtained for the employment of a Departmental dietitian, who has been made responsible for the care, character and proper distribution of food supplies in the hospitals of the Department, and for educating those who have charge of food supplies, in habits of economy and efficiency.

Exemption of Alcohol from Taxation.

Arrangements were made for obtaining, without payment of the Internal Revenue Tax, the Department's supply of alcohol for its hospitals and clinics.

A New System of Health Administration Experimentally Inaugurated.

At present the activities of the Department are functionally classified and are controlled by Bureau Chiefs. The field workers of the Department are directed from headquarters. To this system, advantageous as it is in many ways, there are three principal objections:

1. The Director of a bureau is too far removed from those who do the field work of the bureau.

2. Where there is a high degree of differentiation of function, the individual worker ceases to see things in their true proportion, and fails to grasp or apply the broad principles by which the Department is governed. Mental and professional development are inhibited by the repetition of detail work of a monotonous character.

3. Various bureaus send their representatives into the same districts, often into the same houses, which results in undue expenditure of time and energy and in annoyance to the individual citizen.

Can these disadvantages be overcome? How far can the work of the Department be improved by the substitution of **a system of local or district administration** for the present purely functional administration? Can field workers be trained to perform, and can they actually perform in a satisfactory manner, a variety of functions?

In order to answer these questions intelligently, *an experimental health district has been established, where all the activities of the Department are locally directed* by a single district chief, who represents all of the bureaus which are engaged in field work. That there is much promise in this experiment is shown by the preliminary reports. For example, during the last week of the year, seven agents of the Department made 177 visits in 99 houses.

In 61 houses, 1 health function was served.
In 18 houses, 2 health functions were served.
In 8 houses, 3 health functions were served.
In 7 houses, 4 health functions were served.
In 1 house, 5 health functions were served.
In 4 houses, 6 health functions were served.

This study will be continued during the coming year, and with the co-operation of heads of other Departments, may even be carried beyond the strict limits of our own work, so as to include in its operation the local administration of all of the health and related activities of the municipality within the experimental district.

Useless Fumigation Discontinued.

Investigation having shown that fumigation was being extensively practiced by the Department without sufficient evidence to warrant the practice, arrangements have been made to *reduce the Department's fumigation activities to a minimum.* The present program is discussed fully in the report of the Bureau of Infectious Diseases.

The Reporting of Venereal Diseases.

The number of cases of venereal disease reported in 1914 was approximately double that reported in the previous year; this shows an increased willingness on the part of institutions and physicians to co-operate with the Department in its efforts to gather complete statistics of these diseases.

Transmission of Disease Through the Unnecessary Overcrowding of Passenger Cars.

After pointing out the readiness with which certain communicable diseases are transmitted from person to person when in such contact as exists between passengers in overcrowded public conveyances, the Department sought to ascertain whether the Public Service Commission had seriously endeavored to prevent unnecessary overcrowding. A public presentation of the issue was made, following which certain members

of the Public Service Commission manifested a lively interest in the question. At the time of this writing, the matter is under investigation by the Grand Jury of Kings County. The advisability of attempting to regulate transportation from a public health standpoint, by means of a suitable amendment to the Sanitary Code, is now under consideration.

Handbook of Infectious Diseases.

The handbook of the Bureau of Infectious Diseases was entirely rewritten. This manual for employees serves also as a reference book for those who desire to make an intimate study of the functions of the Bureau of Infectious Diseases.

Numerous monographs and circulars in regard to contagious diseases were issued during the year.

Investigation to Determine the Financial Status of Patients.

An investigation was made to determine whether patients entering the hospitals of the Department could pay for the care which they receive. It was found that very few could do so.

Home Supervision of Whooping Cough.

New procedures for the home supervision of cases of whooping cough reported by dispensaries and institutions were adopted in August.

Investigation of Scarlet Fever Outbreaks.

Two outbreaks of scarlet fever, which for a time were alarming, occurred during the year, one at Bayside, L. I., and the other at Staten Island. Investigation showed that in both instances the local epidemics were due to the failure of parents to summon physicians.

Ambulance and Truck Service Reorganized.

Three new motor ambulances were purchased and put in operation, two in Brooklyn and one in The Bronx. The ambulance stable and disinfecting plant service was entirely reorganized.

New Tuberculosis Clinics.

New tuberculosis clinics were opened in Flushing, L. I., and in Parkville, Brooklyn. The tuberculosis clinics in Manhattan, which were formerly conducted by the New York Nose, Throat and Lung Hospital and the Good Samaritan Dispensary, respectively, were taken over by the Department and installed in new quarters.

Investigation of Tuberculosis Clinics.

At the request of the Commissioner of Health an investigation of the tuberculosis clinics of the Department was made by the Executive Secretary of the Association of Tuberculosis Clinics, who concluded her report with the recommendation that additional nurses be employed. This, however, has not been done.

Investigation of Discharged Sanatorium Cases.

A systematic investigation by field nurses is being made of all cases discharged from the State Sanatorium at Raybrook and from the Department of Health Sanatorium at Otisville, the object being to ascertain the final results of treatment, its social as well as its personal value.

Typhoid Fever at Hart's Island.

In consequence of an outbreak of typhoid fever at Hart's Island in August and September, 700 *inmates were immunized* against the disease by the physicians of the Department.

Anti-Rabic Clinics Reorganized.

The anti-rabic clinics of the Department were reorganized and methods made uniform in all boroughs. A new clinic was opened at 29 Third avenue, Brooklyn.

Foot and Mouth Disease.

Late in the year foot and mouth disease appeared in Long Island and all the cattle in a number of stables in the Borough of Queens were destroyed by state inspectors. *Two suspected cases of human foot and mouth disease were observed.* A general order was issued for the pasteurization of all milk during the continuance of the epidemic.

Diagnosis of Venereal Diseases Now a Municipal Activity.

The special fund from the Bureau of Social Research which has hitherto been used for the support of diagnostic laboratory work in venereal diseases was exhausted at the end of the year. Provision having been made in the budget for 1915, this *work will be carried on as a municipal activity.*

Examination of Applicants for Peddlers' Licenses.

In co-operation with the Bureau of Licenses, a clinic for the examination of applicants for peddlers' licenses was established at 49 Lafayette street, where *applicants undergo examinations for tuberculosis and other communicable diseases.*

Care of Contagious Diseases in Institutions.

A special inspection of each general and special hospital, home for incurables, orphan asylum, dispensary and similar institution in the city, was undertaken for the purpose of ascertaining the manner in which these institutions are complying with the Sanitary Code, which requires that in every public hospital and dispensary in the City of New York there shall be provided and maintained a suitable room or rooms for the temporary isolation of persons suffering from infectious diseases. On the basis of this study, suitable *regulations were adopted for the care of contagious diseases in all public and semi-public institutions* in the city.

Cases of Contagion in Out-of-Town Institutions.

The Department has *discontinued the practice of transferring patients ill with contagious diseases from out-of-town institutions to the city,* on the principle that such institutions, in justice to their inmates, should be provided with suitable facilities for the isolation of contagious diseases.

Vaccination of Children in Parochial Schools.

The State Law makes compulsory the vaccination of children attending public schools. This law does not apply to the parochial schools, which are under the jurisdiction of the Catholic School Board; the *vaccination of the children attending parochial schools has hitherto been neglected.* The great danger involved in this neglect was pointed out to the officials of the Catholic School Board, who promptly and cordially offered to co-operate with the Department. During the summer, therefore, 69,354 *children attending the parochial schools in the five boroughs were vaccinated against smallpox.*

Control of Tuberculosis in Lodging Houses.

Managers of lodging houses are now requested to notify this Department of the removal of all persons ill with tuberculosis. *Lodging house cases furnish one of the most difficult problems in the tuberculosis work of the Department.* This new procedure will make it possible to keep them under closer observation.

Examination of School Lunch Employees.

An examination of attendants and student helpers engaged in the public school lunch service was made, with especial reference to tuberculosis, syphilis, diphtheria, typhoid and other infectious diseases.

Additional Vaccination Centres.

Additional vaccination centres were established without cost by including all milk stations and children's clinics in this classification, in addition to public schools.

Tetanus Antitoxin for the European Armies.

From the surplus product of the laboratory, *tetanus antitoxin* sufficient to immunize 200,000 wounded men was sent abroad for distribution among nearly all of the armies engaged in the war. For of all this supply payment is to be made to the city at cost.

Increased Use of Smallpox Vaccine.

The amount of smallpox vaccine prepared and distributed during 1914 showed a large increase over that of previous years, due to the active campaign in favor of general vaccination, carried on by both the New York City and State Departments of Health.

The Use of Anti-Meningitis Serum.

The report on meningitis shows that 202 cases were treated during the year 1914 as against 131 during the previous year; 170 intraspinal injections of anti-meningitis serum were performed.

Pasteur Treatment.

Pasteur anti-rabic treatment was given to 852 patients during 1914 as against 975 during the previous year.

There were *three human deaths from rabies during the year.*

During the last six months of the year, 42 persons who had been bitten by cats received Pasteur treatment. Of this number 33 patients were bitten by 12 cats that were proven to be rabid by a microscopical examination of their brains. This indicates clearly that *stray cats, as well as stray dogs, should be captured and destroyed.*

Consolidation of Department Laboratories.

The laboratory work of the Department has hitherto been under divided control. The Research Laboratories, so-called, were in charge of the Director of Laboratories, while the Diagnostic Laboratories were under the supervision of the Director of the Bureau of Infectious Diseases. At the close of the year the laboratories were consolidated, and the entire laboratory organization placed in charge of the Director of Laboratories. Certain economies will result from this consolidation.

Critical Studies of Laboratory Work.

At the request of the Commissioner of Health, critical studies of various phases of the technical work of the Bureau of Laboratories were undertaken independently by three different members of the Advisory Council. All pronounced the work performed to be of a very high quality. Some valuable suggestions were adopted.

Analysis of Drugs for the Police Department.

Owing to the very large number of samples of narcotic drugs submitted for analysis by the Police Department, the Board was obliged to ask to be relieved of this work, which was accordingly transferred to the Standard Testing Laboratory, to which chemists were assigned for the purpose by the Board of Estimate and Apportionment.

Standardization of Drugs and Chemicals.

A committee of Department employees has been appointed to pass on specifications for drugs and chemicals submitted by the Board of Standards and Supplies.

Bacteriological Examination of Milk.

Arrangements were made whereby *the number of milk samples examined bacteriologically was more than doubled.* This was accomplished without any increase in the force of the bacteriological laboratory.

Analytical Work for the Milk Commission.

For years part of the bacteriological work of the New York County Milk Commission was carried on in the laboratories of the Department.

The Corporation Counsel, who was consulted in regard to the legality of this arrangement, expressed the following opinion:

"The provisions of the law do not require the City of New York to bear any part of the expenses connected with the activities of the Milk Commission, or, in strictness, warrant the arrangement whereby the Milk Commission makes use of the employees, supplies and apparatus of the Department of Health."

In view of this decision, an amicable arrangement with the Milk Commission was made for the withdrawal of its work from the laboratories of the Department.

Efficiency Studies in Co-operation with the Commissioners of Accounts.

Through the assignment of a representative of the Commissioners of Accounts to this Department, by request, several fruitful investigations were made, among which are the following:

(a) It was discovered that in a number of instances physicians had obtained laboratory products from the Department ostensibly for use among the poor, but that such products had not been used for the purpose indicated. The Department was advised that the evidence obtained would not warrant legal action. *Twenty physicians, were,* however, *sharply warned.*

Incidentally this investigation showed that diphtheria antitoxin had been used in many cases which had not been reported to the Department as cases of diphtheria. In future, systematic comparison will be made between antitoxin receipt stubs and the records of the Bureau of Infectious Diseases, in order to insure promptness and accuracy on the part of the medical profession in the reporting of diphtheria.

(b) A study was made of the telephone requirements in the various offices of the Department in the Boroughs of Manhattan and The Bronx. Some saving has resulted.

(c) It was discovered that condemned food supplies were being surreptitiously removed from the offal dock. The Police Department was asked to co-operate with this Department in its efforts to prevent this practice.

(d) Comparative studies were made of the work performed by physicians, nurses, nurses' assistants and cleaners in a number of milk stations.

(e) The use of motor and horse-drawn vehicles in the Department was studied and facts ascertained which will be of assistance to the Department.

(f) A report was made upon the work of the Supervisor of Buildings and Grounds.

(g) A study was made of the work of all of the employees attached to The Bronx Borough office. In one Bureau a top-heavy organization was revealed; suitable changes followed.

Accounting Methods at the Otisville Laboratories.

At the request of the Commissioner of Health, a study of the accounting methods, care of valuable stock, etc., at the branch laboratory at Otisville was made by the Office of the Commissioners of Accounts. Based upon this investigation were recommendations in relation to accounting methods, etc., which were adopted.

Sales of Laboratory Products.

In view of the frequency of requests for the free distribution of laboratory products to municipalities and hospitals outside of the City of New York the Department has adopted the policy of using "all its resources for the protection of the health of the city," at the same time declaring its willingness "to co-operate with other municipalities and states in special emergencies." It has been ordered also that "services performed for other communities shall be duly compensated."

Stenographic Division Organized.

The organization of a stenographic division at headquarters into which have been gathered the stenographers and typists, heretofore scattered throughout the various bureau offices, is one of the most notable of a series of measures inaugurated during the year to increase the efficiency of the Department.

Office Congestion Avoided.

An agreement was made with the Department of Education whereby children seeking admission into the public schools may be entered temporarily on the rolls pending the receipt from the Department of Health of a certificate of birth in each case. This has had the effect of avoiding congestion at the Health Department offices in the city.

Study of Pension Problem.

A committee of employees was named to study the pension problem and to submit suggestions to the Mayor's Pension Committee, from the standpoint of participants of the pension fund of the Department of Health. The preliminary reports show that *on the present basis the early exhaustion of the pension fund is inevitable.*

The Use of Public School Telephones.

Through the courtesy of the Board of Education, permission was obtained to use, for any official business connected with this Department, the telephones which are now being installed in all public schools of the city. Reports concerning *cases of acute contagion found in school* or in absentee visit *are now telephoned to the Borough offices* and to the inspector on the day found.

Definition of Part-time Service.

Many of the professional workers of the Department long have been employed on a part-time basis. An official definition of part-time service,

applicable throughout the Department, was, however, lacking. Such a definition has now been promulgated.

The Avoidance of Conflict with Other Departments.

During the year a careful study was made of the Sanitary Code, of the regulations of the Department, and of all forms of Board orders which prescribe or require any kind of alteration to buildings, with a view to establishing perfect consistency between the regulations of the Board of Health and those of other City and State Departments. As a result of this study conflict of orders, confusion, and unnecessary expense to citizens will be avoided.

Department Employees and Private Business.

An order was issued forbidding employees of the Department to enter into or to maintain business relations with, or to accept any fee for the performance of professional services for any milk or other firm whose activities are under the supervision of the Department of Health.

Division of Research and Efficiency.

The Chief of the Division of Research and Efficiency in the Bureau of Child Hygiene was detached from that Bureau and assigned to the office of the Commissioner, where his services will be utilized for the benefit of the Department as a whole.

Per Capita Cost of Operating Clinics Reduced.

The high per capita cost of operating the Department clinics for school children was materially reduced by arranging for surgical operations in these clinics every week day in place of every other day.

Co-operation with Private Physicians.

In every possible way efforts have been made to lighten the burdens of the Department and incidentally of the taxpayers, by transferring to private physicians clinical and other functions which such physicians are able to perform without danger to the public health. A notable instance of the application of this new policy is acceptance on a child's admission to school of the certificate of a private physician in lieu of examination by the Department's own medical inspectors.

Office Consolidation Saves Men and Money.

Throughout the year studies of the various activities of the Department were made, with a view to the more effective utilization of available means and forces. In consequence of these studies, *a number of unproductive activities were discontinued.* By means of office consolidation in the Richmond Borough office, several valuable employees, who, owing to the limited amount of work to be done in the Richmond Borough office, were little more than supernumeraries there, were transferred to branches of the service where their help was badly needed. A similar study of the work of the Queens Borough office has since been undertaken.

The New Board of Promotions.

The departmental Board of Promotions, which previously consisted of three individuals, was reorganized early in the year, so as to include as members of the Board all Bureau chiefs.

Uniform Absence Rules.

A uniform method of dealing with requests for "leave of absence with pay" was inaugurated.

Bonding of Employees.

Instructions were issued to protect the city by bonding a number of Department employees who handle considerable amounts of cash money.

Control of Appropriations for Supplies Established.

In order to show each chief of Bureau precisely where his Bureau stands in the matter of supplies, and whether in a given month goods have been consumed in excess of the available appropriations for any particular purpose, a form was inaugurated for monthly distribution showing the following facts:

1. Amount of annual appropriation for supplies (each appropriation item to be separately stated).
2. Amount of monthly appropriation calculated as one-twelfth of annual appropriation.
3. Amount of requisitions, item by item, during the month covered by the report.
4. Amount available for the period since the beginning of the fiscal year (on a pro-rata basis).
5. Amount actually used since the beginning of the fiscal year.

Substitution of Written for Oral Orders.

Inquiry having indicated that in some of the divisions of the Department important instructions to groups of workers had been given orally, in so informal a manner that it would be impossible to prove conclusively when such instructions were issued, to whom issued and with what emphasis, heads of Bureaus were instructed that all orders which are equivalent to rules and which affect groups of workers should invariably be reduced to writing and formally promulgated.

Authority Fixed in Cases of Absence.

Bureau heads were requested to designate subordinate officers to act as chiefs when prompt bureau action is required on such matters as may come up during the absence of the titular chief.

Unit Cost of Various Functions Ascertained.

Statements have been completed showing the unit cost of functions and activities of the Department; these figures will prove of value to

the Department. Departments of Health in other cities will be urged to follow suit, and valuable and instructive comparative data will, it is hoped, thus be obtained.

Printed Codes for Field Workers.

Many inspectors and other field workers of the Department were without comprehensive printed codes of instructions. Inspectors were expected to carry in their minds many of the instructions given them. Each Bureau chief was therefore directed to formulate a code of instructions applicable to the field workers of his particular Bureau.

Prompt Answers to Correspondence.

It was ordered that "any inquiry addressed to the Department by a citizen should be answered, or at least tentatively acknowledged, on the day of its receipt, that such acknowledgment should invariably be made within twenty-four hours, and that all communications received from outside sources by the Department or by any of its Bureaus should receive prompt attention."

Official Representation at Conventions, etc.

In order to meet the frequent requests from Department employees for permission to attend conventions and conferences in this city and elsewhere in the Department's time and at the expense of the Department, a committee was appointed to prepare an official list of annual conventions and meetings representation at which is clearly desirable in the interest of the Department.

Acknowledgments.

This report cannot properly be concluded without an expression of gratitude and obligation to those who have upheld the hands of the Department during what has been perhaps the busiest year in its history.

Many of the procedures of the Department this year have been new. In all of the bureaus, the pace has been quickened. A serious effort has been made to hold each employee of the Department up to a high standard of personal achievement. *Officers and employees have been asked to make sacrifices* to which they have not been accustomed. In some instances salaries have been reduced: and except in a few cases, it has been impossible, owing to the financial stringency, to reward zealous and efficient workers according to their merit. Under these circumstances, eagerness to serve the Department could not reasonably have been anticipated. Nevertheless, *there has been manifested throughout the Department a steadfast devotion to duty, and in many instances even a high degree of enthusiasm.* For their loyalty to the best traditions of the Department, the employees as a body merit the thanks of the Board.

The Department has enjoyed in a large measure, the support of the press. The daily press of the City, as a whole, has been generally fair and often generous in its treatment of the Department, and medical, trade and technical papers have devoted a large amount of space to the discus-

sion of departmental matters of special interest to their readers. A Department of Health cannot satisfactorily perform its educational functions without the help of the press; and it is fitting that this help should be suitably acknowledged. Especially is the Department grateful to the following publications:

To The Globe for its aid in the pure food campaign, and for its willingness to devote extended space to the weekly bulletins in which the Department has endeavored to expound the Sanitary Code;

To The Tribune for its exposure of fraudulent medicinal preparations;

To The World for its articles in relation to the Sanitary Code, and for its active part in the fight for subway sanitation;

To The American and The Journal for a series of illuminating articles on rabies;

To The Evening Post for its generous allotment of space for the subject matter of the Department's bulletins:

To The Times for its Sunday articles treating of various phases of the Department's educational program, and for its editorial support and sound criticism;

To The Sun for its helpfulness in the vaccination campaign conducted by the Department last spring, and for many illuminating editorials on the medical policies of the Department;

To The Press for a series of special articles in its Sunday edition on the health movement;

To The Brooklyn Eagle for bringing home to the citizens of Brooklyn the essential things in the Department's program;

To The Standard Union for enabling the Department to explain the significance of anti-typhoid inoculation;

To Harper's Weekly for seconding the efforts of the Department to obtain national legislation for the regulation of proprietary medicines;

To The Mail for its interest in clean milk and pasteurization; and to newspaper writers and publishers too numerous to mention who have been painstaking in their efforts to promote the health of the city.

Public health is purchasable. Within natural limitations a community can determine its own death rate.

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